

Headquarters U.S. Air Force

Integrity - Service - Excellence

Eliminating NVA Requirements & Improving the Inspection System



**Col James D. Collier
Assistant Surgeon
General for Healthcare
Operations
27 January 2011**



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Overview

- **Identification and Elimination of Non-Value Added Requirements**
- **IG Inspection System Improvement Tiger Team**



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Identifying and Eliminating Non-Value Added Activities

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Turbulence and Drag

- **Sub-optimal “TOUCH” on a product within a process**
 - Improved by “six sigma”, “TQM”, etc.
- **WASTE within a process (8 Forms of Waste)**
 - Improved by “lean”, etc.
- **BUREAUCRACY (a 9th Form of Waste?)**
 - Improved by?



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Bureaucracy

■ **Bureaucracy**

- **an administrative system, especially in a government, that divides work into specific categories carried out by special departments of nonelected officials**
- **complex rules and regulations applied rigidly**



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Bureaucracy

■ **Bureaucracy**

- **a system whereby the risk-averse thinking and worst-case-scenario planning considered necessary in our national defense are mis-applied to the administrative activities needed to organize, train, and equip a military, leading to an excessive focus on objective detail and compliance, which creates more bureaucracy**



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Causes of Bureaucratic Waste

- **SUSPECTED CAUSES**

- **Risk Averse Culture**
 - **Worst Case Scenario Planning**
 - **Pyramidal Hierarchy**
 - **Accountability and Compliance Oriented**
 - **Focus on Objective Measures vs. Subjective Virtue**
 - **Multiple stakeholders and functional communities distract from focus on**
-



So What?

- **Bureaucracy (or bureaucratic waste) leads to the creation and preservation of activities which either do not add value to the product line from the outset or become non-value added at some point due to change in priorities, technology, culture, etc.**
- **These activities become burdensome by the resources they require and they detract from our focus on our real priorities**
- **So what do we do about it?**



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Creating a Process

Project Champion: LtGen. Green, AF/SG

Signature

Leads: Col Collier AF/SG3

Facilitation: CMSgt Shishido SAF/USM

Team Membership:

Rank	Name	Corps	MAJCOM
Col	Beatty, Dennis	MSC	AMC
Col	Ness, Leslie	MSC	AFA
LtC	Giscombe, Natalie	NC	AFMC
Col	Calder, Jeff	MC	SPACE
LtC	Lorenzo, Kelli	NC	AFDW
Col	Brooks, Mark	MC	AMC
Col	Berg, Sven	MC	AETC
Col	Burke, Mike	MSC	ACC
LtC	Sweitzer, Greg	MC	USAFE
Col	Brown, Becky	BSC	USAFE
Col	Dexter, Kerry	MSC	USAFE
CMS	Brown, Richard	ENL	AFDW

Category of Effort: This Project will examine:

Problem Statement: In the AF Medical Service, bureaucratic burden distracts from value added activities.

Objective: Establish a culture that encourages and rewards the identification and removal of NVA requirements and activities.

1. Creation of a repeatable and transparent process that allows all AF Medics to challenge wasteful processes, without fear of retribution, risk averse practices, and worst case scenario thinking.
2. Formalize a structure with clear business rules whereby all can attack waste and have the ability to nominate best practices replicable throughout AFMS through a standardized knowledge management system.
3. Formal process for HHQ Functional Elements (AF/SG & AFMOA) to implement AFMS Enterprise-wide solutions.
4. Increase accountability and utilization of trained AFSO21 CPI practitioners

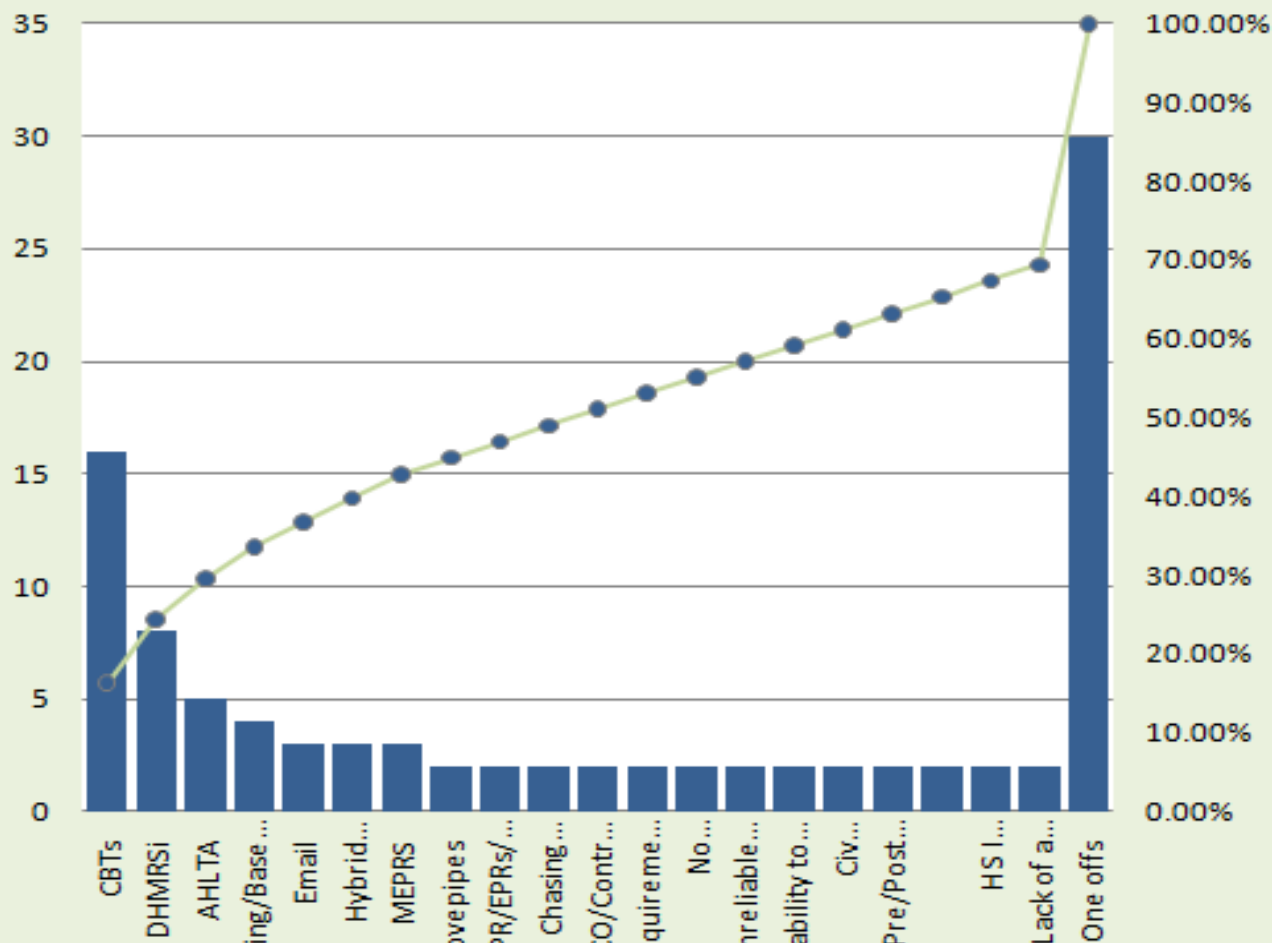
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Informal Study on NVA

Pareto Analysis



Category	Frequenc
CBTs	
DHMRSi	
AHLTA	
Wing/Base tasking	
Email	
Hybrid medical records	
MEPRS	
Stovepipes	
OPR/EPRs/Awards/Deco	
Chasing GTC Payments	
OCO/Contract funding	
Requirements not reso	
No alternative to comu	
Unreliable databases to	
Inability to track trainin	
Civ Personnel hiring sys	
Pre/Post Deployment v	
Multiple non-patient ca	
HS I Inspections	
Lack of a structure to pr	

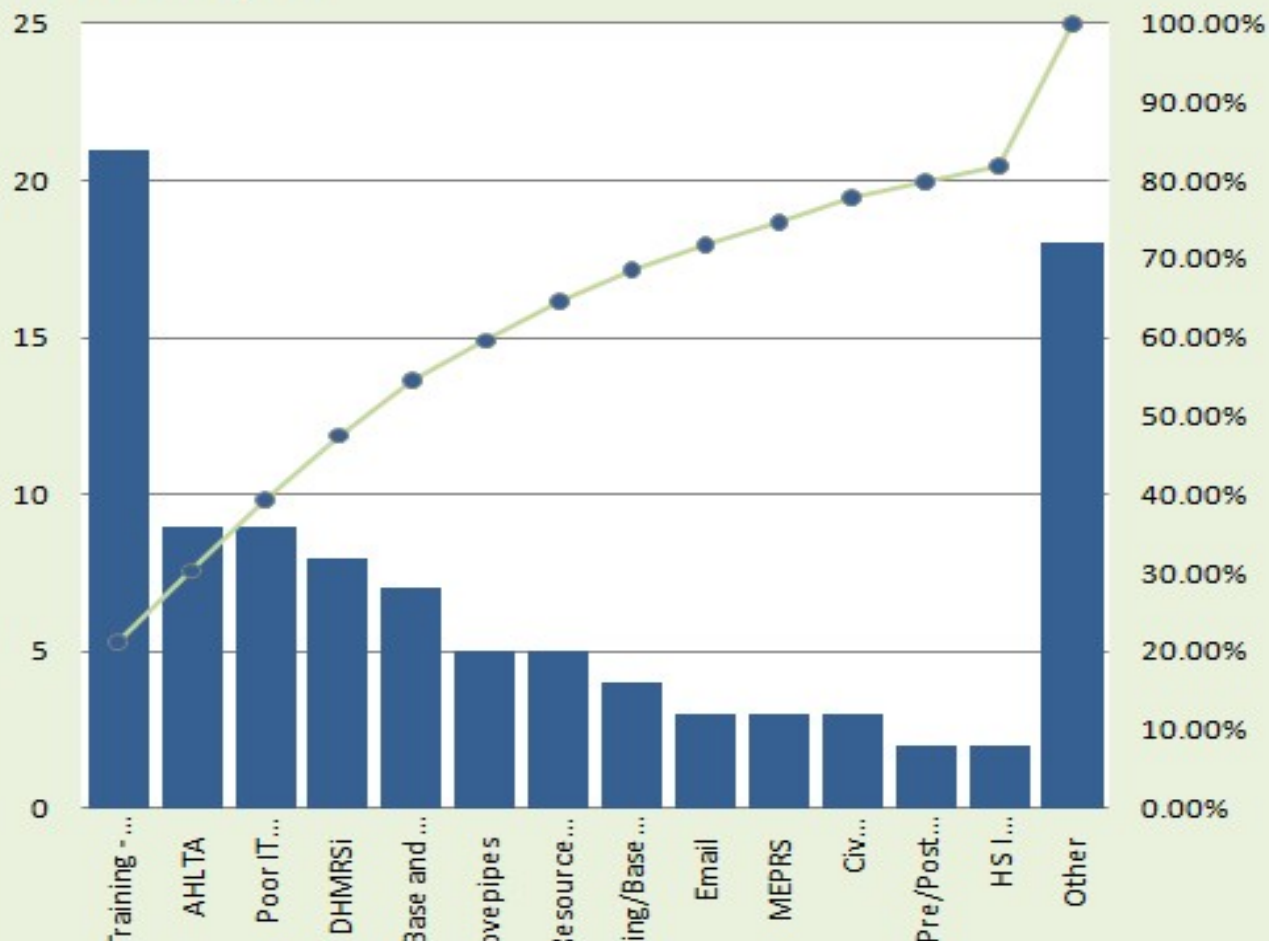
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NVA by Theme

Pareto Analysis



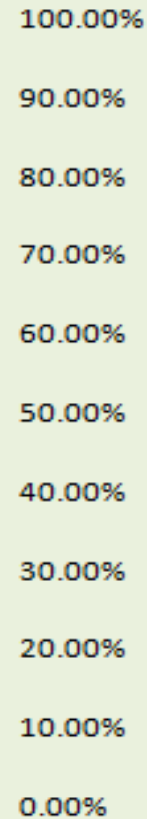
total:

Category	Frequenc
Training - unfocused, d	
AHLTA	
Poor IT Systems/relianc	
DHMRSi	
Base and Below admini	
Stovepipes	
Resource Issues	
Wing/Base tasking	
Email	
MEPRS	
Civ Personnel hiring sys	
Pre/Post Deployment v	
H S I Inspections	
Other	

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Target Analysis



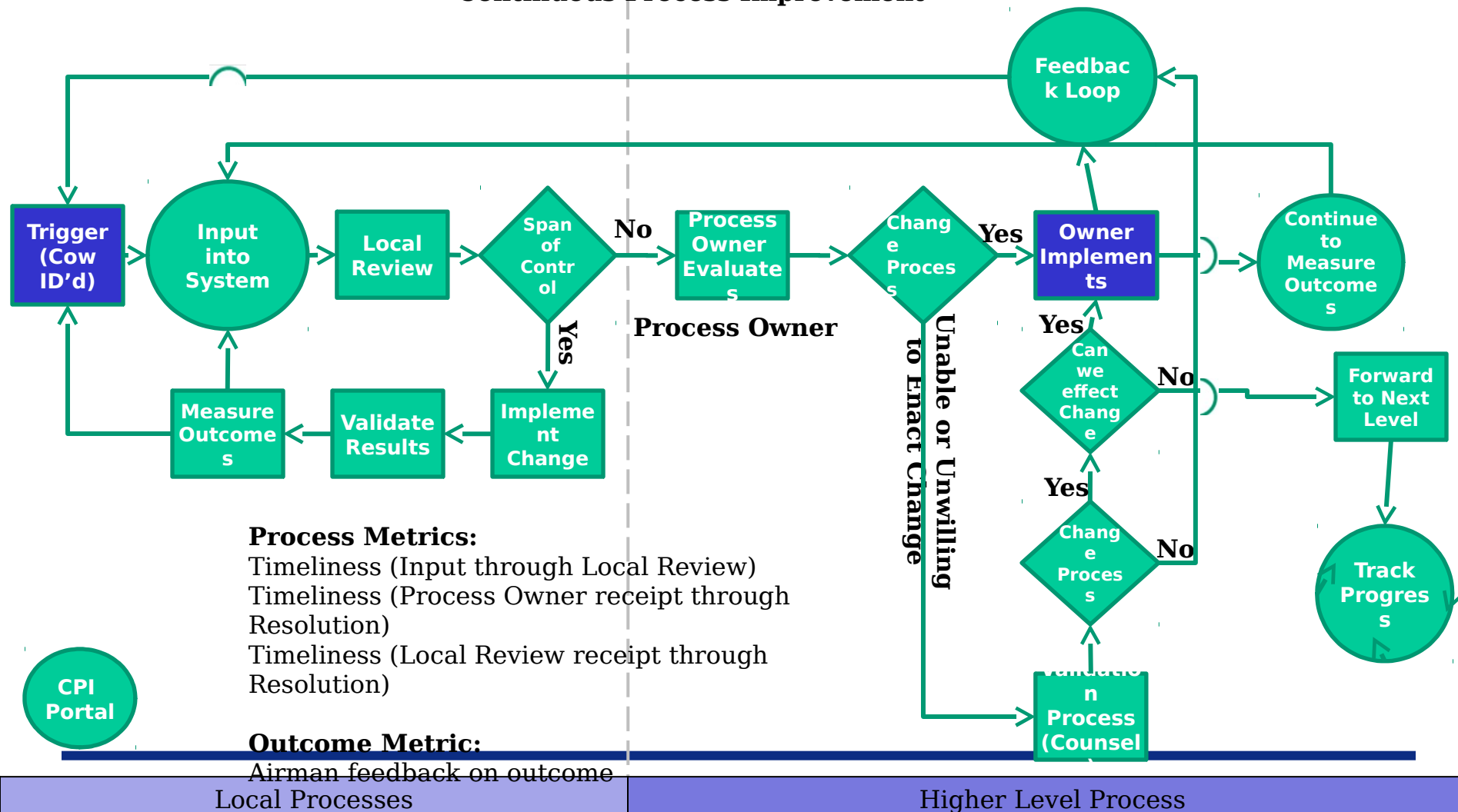
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Bureaucracy Killing Machine

Continuous Process Improvement





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Process Business Rules

Process Step	Rules of Engagement
Trigger	Is Justification Patient Oriented? Perceived to be NVA? Anonymous submission?
Local CPI Process	How many times has it happened? Mitigating Actions? References? Who owns it? Forward Local Comments if Elevated?
Validation Process	Cross-functional team (Counsel of Heretics) How do we interpret requirements ROI of current Requirement? Is this a trend across AFMS? Conduct risk mgmt / risk assessment
Feedback Loop	Automatic email notification of receipt / status / results to originator
Continue to Measure Outcomes	Continue to track / measure results of change (or lack of)

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Action Items

Approval	Action	POC	Due By	Remarks
YES	Develop proactive process to weed out waste	AFMOA/CC	20 Nov 10	Maj Herman AFMOA Lead
YES	Common system to receive / validate / pass on NVA	SG6 (Col Zarate) SGE/CAG (Col Anderson)	01 Jan 11	Infrastructure build
YES	On-ramp for new AFIs/Policy	SG3 (Col Collier)	20 Nov 10	Create the policy
YES	Create model / process for virtual team	SG3 (Col Collier)	20 Nov 10	Create the model
YES	Education and marketing Plan	AFMOA/CC (System) SGE (Strategic)	15 Jan 11	Develop the plan
YES	Follow-up on each Root Causes	SG3 (Col Collier)	20 Nov 10	Plan how to attack
YES	Test Cases		01 Jan 11	ACLS, Self-Reporting Time, Printing of AHLTA



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Guiding Principles for AF Inspection System Improvement

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Problem

■ **SYMPTOMS:**

- **Wing Calendar “whitespace”**
- **Inspection frequency inconsistent**

■ **PROBLEM:**

- **AF Inspection System is ineffective and broken**
- **Too many AF and Functional Inspections, assessments and evaluations are being conducted in an independent, segregated, and uncoordinated manner**

■ **WHY:**

- **No AF unity of effort for inspecting compliance, efficiency**
 - **Guidance to field missing or disconnected**
 - **Control mechanism not in place, not enduring**
-

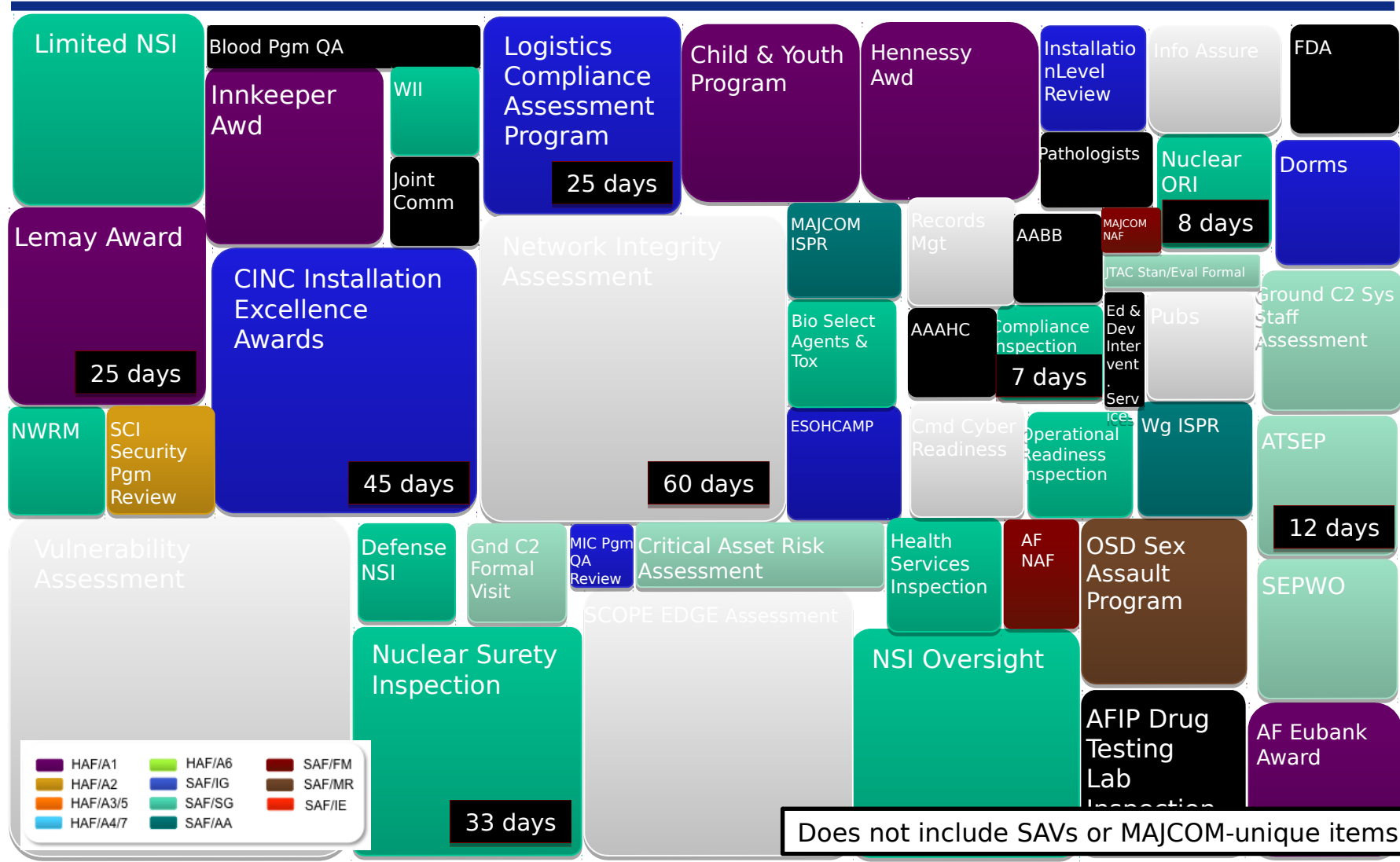
- **SAF/IG failed to provide/oversee/control inspection**



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Current Inspection System

735 Inspection Days over 5 Years





- **6 key HAF 2-ltrs met to discuss improvements to the efficiency and effectiveness of the Inspection System (IS)**
 - **Lt Gen Breedlove**
 - **Lt Gen Reno**
 - **Lt Gen Lord**
 - **Lt Gen Miller**
 - **Lt Gen Green**
 - **Lt Gen Rogers**
- **Developed guiding principles**
- **All are committed to developing COAs in coordination with MAJCOM CCs to institutionalize these principles**



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Desired Capabilities

- **IS should give CC an independent assessment of:**
 - Unit performance, leadership effectiveness, management performance, and aspects of unit culture and command climate
(e.g., military discipline, respect, LEAN, safety, Wingman)
 - Unit ability to find, report, analyze and fix deficiencies
- **IS should give MAJCOM & HAF Functionals an independent assessment of functional effectiveness in the field, and of the adequacy of organization, policy and guidance, training and resources**
- **IS should include capability for senior AF leaders to direct a targeted, deeper-dive inspection of specific programs, organizations, or issues (e.g., AFIA's Management Assessment Program)**



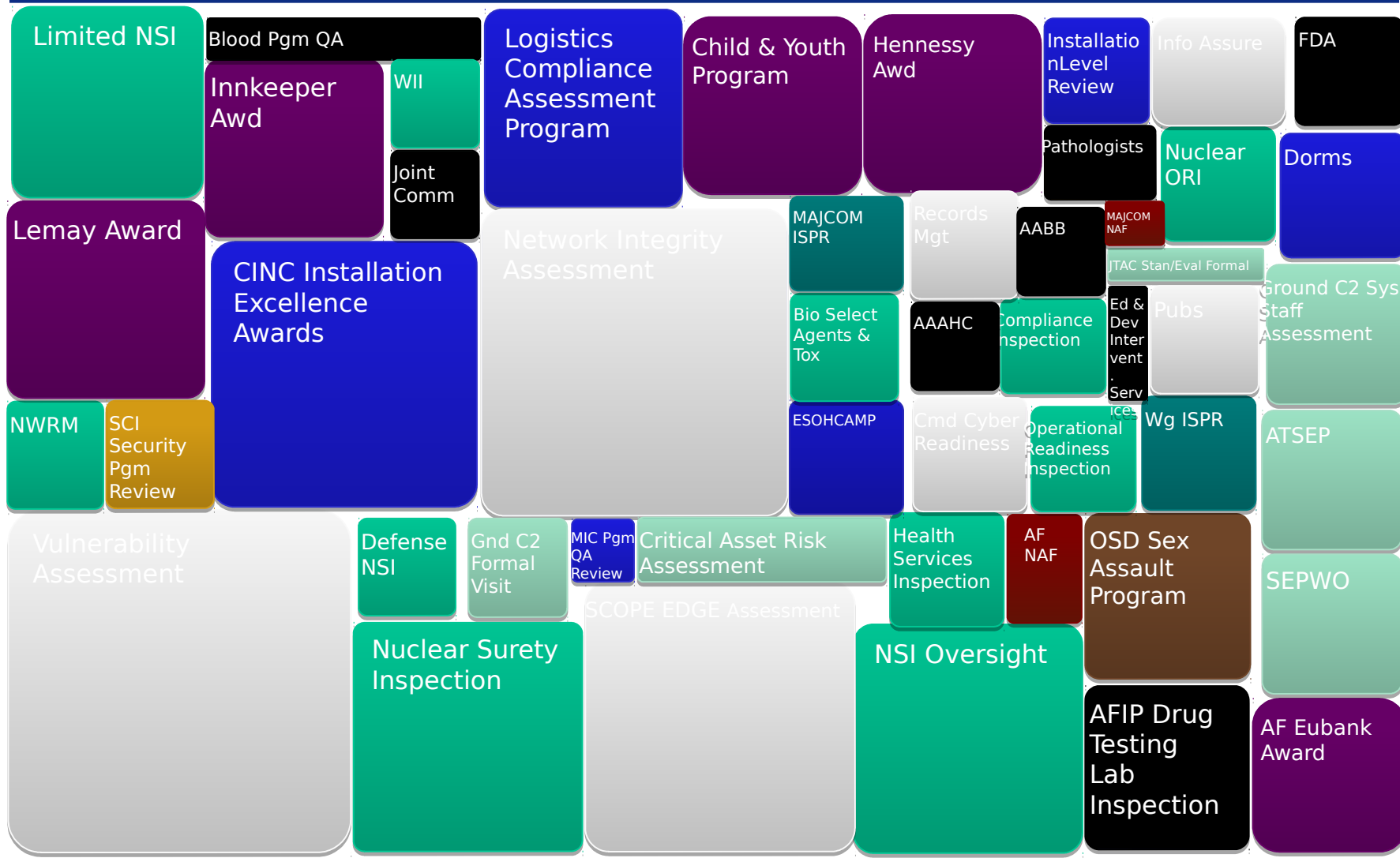
Inspection System Improvement Tiger Team

- **Inspector General created Inspection System Improvement Tiger Team (ISITT)**
 - **Given guiding principles and made assumptions**
- **Work began in December 2010**
- **Goals:**
 - **Increase White Space for units**
 - **Re-invent Inspection System**
- **Present COAs to CORONA in February 2011**



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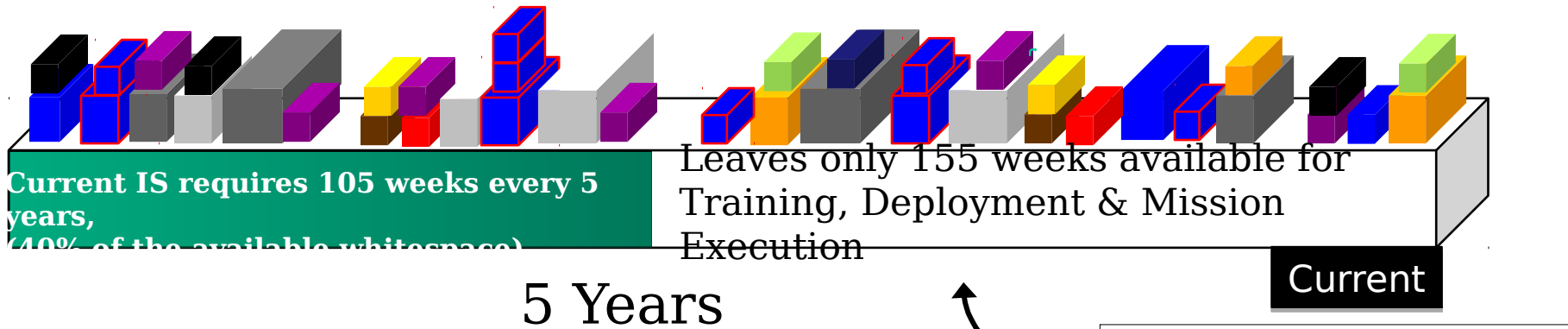
What If Instead of This...





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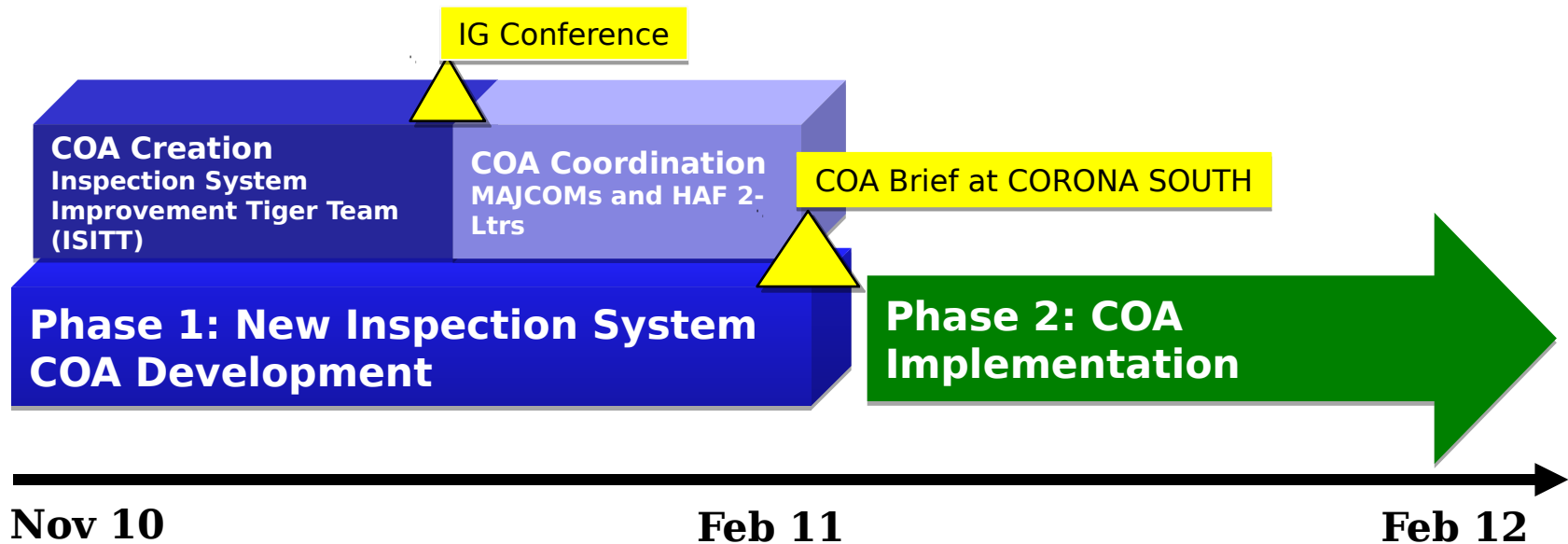
... More Whitespace





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Proposed Timeline



COAs for improving the AF Inspection System to CORONA SOUTH for decision